

National Certificate: Generic Management (Strategic Management)
SAQA QUAL ID 59201

NQF Level 05

Credits: 162

This Unit Standard is intended for managers in all economic sectors. These managers would typically be second level managers such as heads of department, section heads or divisional heads, who may have more than one team reporting to them.

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
1.	252044	Apply the principles of knowledge management	5	6	<ul style="list-style-type: none"> • Demonstrate knowledge and understanding of the concepts and components of knowledge management. • Analyse a unit according to the entity's knowledge management policies and procedures. • Develop a knowledge management implementation plan for a unit.
2.	252037	Build teams to achieve goals and objectives	5	6	<ul style="list-style-type: none"> • Demonstrate knowledge of and insight into the theory of teams and the importance of teams in workplace activities. • Apply the theory of teams to team dynamics. • Explain the process of building teams. • Analyse the role of team leader in promoting team effectiveness. • Evaluate the effectiveness of a team and propose ways to improve effectiveness.
3.	252020	Create and manage an environment that promotes innovation	5	6	<ul style="list-style-type: none"> • Analyse own unit in terms of opportunities for innovation. • Develop a plan for creating an environment conducive to innovation. • Lead a team through a creative thinking process • Demonstrate understanding of the techniques for promoting creativity.
4.	252032	Develop, implement and evaluate an operational plan	5	8	<ul style="list-style-type: none"> • Develop operational strategies for a unit. • Develop an operation plan for a unit. • Implement an operational plan. • Monitor, measure and evaluate the achievement of goals and objectives.
5	252027	Devise and apply strategies to establish and maintain workplace relationships	5	6	<ul style="list-style-type: none"> • Liaise and network with internal and external stakeholders. • Devise and apply a strategy to establish constructive relationships with managers. • Identify and minimise personal conflict in a unit. • Devise and apply a strategy to establish constructive relationships with team members in a unit.

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6.	252021	Formulate recommendations for a change process	5	8	<ul style="list-style-type: none"> • Demonstrate knowledge of and insight into the need for change within the context of environment change. • Analyse an area requiring the implementation of a change process. • Select a model for implementing a change management process. • Formulate recommendations on implementing the change process.
7.	252029	Lead people development and talent management	5	8	<ul style="list-style-type: none"> • Analyse education, training and development needs of members of a unit. • Record the results of the training needs analysis. • Compile a people development plan for a unit. • Manage the implementation of the people development plan of a unit.
8	252043	Manage a diverse work force to add value	5	6	<ul style="list-style-type: none"> • Demonstrate knowledge and understanding of diversity in the workplace. • Demonstrate understanding of the reality of diversity and its value in a unit. • Manage team members considering similarities and differences. • Deal with disagreements and conflicts arising from diversity in a unit.
9	252034	Monitor and evaluate team members against performance standards	5	6	<ul style="list-style-type: none"> • Formulate performance standards for team members in a unit. • Establish systems for monitoring performance. • Prepare for a performance review of a team member. • Conduct performance review interview.
10	252025	Monitor, assess and manage risk	5	8	<ul style="list-style-type: none"> • Demonstrate an understanding of potential risks to a unit. • Identify potential risks and assess the impact thereof in a unit. • Develop contingency plans for managing risk. • Test and revise contingency plans.
11	252035	Select and coach first line managers	5	8	<ul style="list-style-type: none"> • Select first line manager for a specific position. • Plan the coaching process of a first line manager • Coach selected first line manager. • Monitor and measure the results of coaching sessions.
12	120300	Analyse leadership and related theories in a work context	5	8	<ul style="list-style-type: none"> • Explain the concept of leadership. • Differentiate between leadership and management. • Analyse leadership ply the different roles and qualities of leadership in a work context. theories.
13	252026	Apply a systems approach to decision making	5	6	<ul style="list-style-type: none"> • Apply critical and analytical skills to analyse an issue or problem. • Engage with stakeholders in analysing the issue/problem and developing solutions. • Select feasible solutions through a systems approach.

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14	252036	Apply mathematical analysis to economic and financial information.	5	6	<ul style="list-style-type: none"> • Use mathematical techniques to collect and organise data • Apply mathematical techniques to calculate and represent financial and economic data. • Apply mathematical analysis to indicate economic relationships.
15	252042	Apply the principles of ethics to improve organisational culture	5	5	<ul style="list-style-type: none"> • Demonstrate understanding of the relationship between values, ethics and organisational culture and its impact on achieving goals and objectives. • Apply the concept of corporate ethics to a unit. • Analyse a unit in relation to the principles of corporate ethics. • Formulate recommendations for strengthening shared organisational values, the code of conduct and ethical practices.
16	252022	Develop, implement and evaluate a project plan	5	8	<ul style="list-style-type: none"> • Select a work-based project for a unit • Scope a work-based project for a unit. • Develop a project plan. • Develop tools to measure key performance parameters. • Implement the plan and evaluate project progress.
17	252040	Manage the finances of a unit	5	8	<ul style="list-style-type: none"> • Demonstrating an understanding of the key concepts of managerial finance. • Interpret financial statements. • Describe and prepare financial forecasts. • Draft budgets according to the operational plan of the unit. • Supervise financial management of a unit against given requirements.
18	12433	Use communication techniques effectively	5	8	<ul style="list-style-type: none"> • Discuss and explain a range of written and oral communication techniques used in the workplace • Discuss and explain a range of written and oral communication techniques used in the workplace • Lead discussions and chair meetings • Lead discussions and chair meetings